

Defense Contract Management Command Wichita

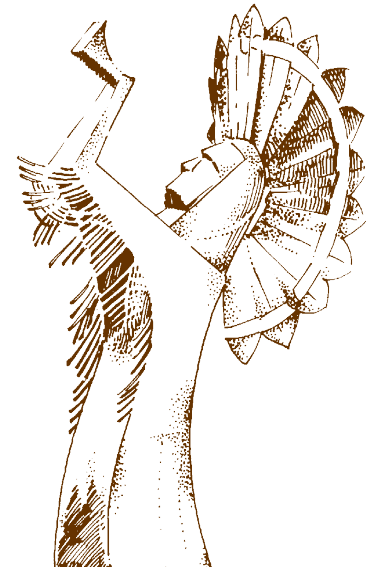
**Internal Customer System
(ICS)**

May 5, 1999



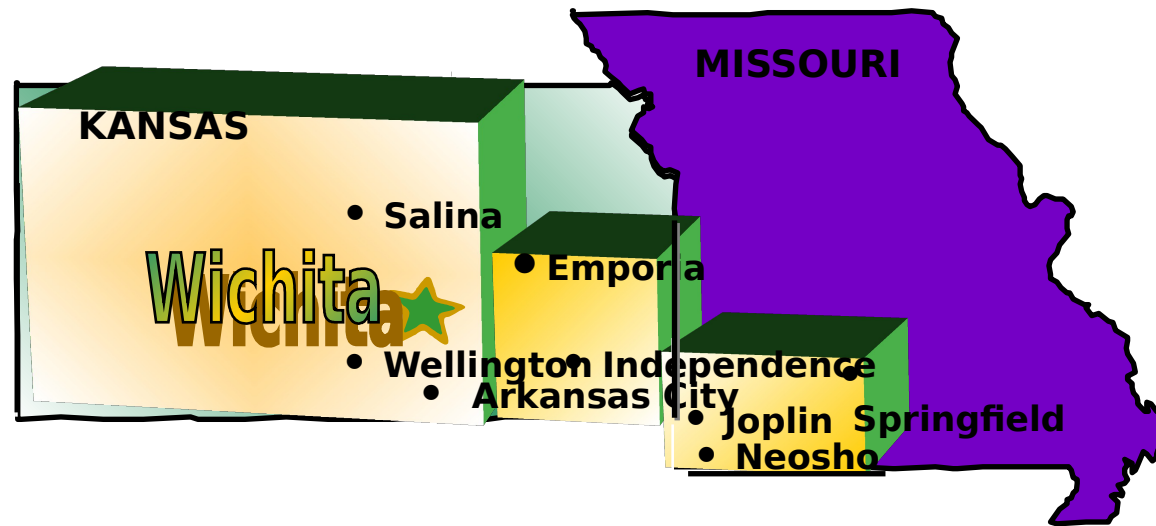
Lt Col Cliff Bratten

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DCMC Wichita 1997 ICS Results



Number of Employees: 191

Number of Respondents: 174

Response Rate: 91%



1997 Results: Top Strengths

1: Customer Focus

2: Continuous Improvement

3: Goal Alignment

4: Team Orientation

5: Your Supervisor



1997 Results: Top AFIs

1: Personal Development

2: Review

3: Organizational Culture

4: CAO Senior Leadership

5: DCMC Performance Planning System



Plan for Improvement

✦ # 1 Area for Improvement selected

- **Personal Development**
 - Human resource capability directly impacts customer satisfaction
 - Important to have and maintain the “Right” talent
 - Personal Development system needed improvement



Plan for Improvement

- **# 2 Area for Improvement selected**
 - **CAO Senior Leadership**
 - **Set organizational direction based upon clear values**
 - **Responsible for the behaviors of:**
 - ... **Team orientation**
 - ... **Breakthrough action**
 - ... **Continuous improvement**



Plan for Improvement



♦ Employee/Management Action Team (EMAT) established to address both AFIs

- Team Composition
- Meeting Schedule
- Communication to Workforce
- Objectives
 - ...Address selected “items” from 2 AFIs
 - ...Investigate ongoing related initiatives
 - ...Perform problem analysis
 - ...Determine root cause
 - ...Provide improvement recommendations



Selected “Items”



♦ Personal Development

- Availability of Promotion Opportunities
- Opportunity to learn management skills
- Training in the use of software
- Access to DAWIA training
- Opportunity to enhance job related technical skills
- Guidance for individual development (IDP process)
- In general, the impact of personal development support on your work performance
- Have you ever had a mentor or coach to support your development during your career at DCMC?



Selected “Items”



♦ CAO Senior Leadership

- Works together as a team
- In general, the contribution of the Senior Leadership to the CAOs performance
- Encourages appropriate risk taking
- Ensures cooperation among teams
- Demonstrates innovative thinking
- Personally contributes to improvement efforts
- Has a member of the Senior Leadership assisted your team in developing its current Performance Plan?



Root Causes

- ▮ **Jul 95 - Storefront**
- ▮ **Jan 96 - Merged DPRO and AO**
- ▮ **Apr 97 - Realignment**
 - **2 Operations Offices - Resident & Geographic**
 - **DCMC TAG Structure Defined**
- ▮ **Communication**
- ▮ **Ineffective Training Process**



Improvement Actions



□ Personal Development

- Career Path Guides
- Training SOP
- Roles and Responsibilities established

□ CAO Senior Leadership

- Executive Steering Group
- Leadership Council
- Suspense System
- Team Wichita Process Coordination
- Bi-Monthly Commander's Call's
- Commander Squawk Box



Reviews

- **Training metrics - reviewed at MMR**
- **MCR of Training/IDP SOP**
- **Annual SOP review**
- **USA**



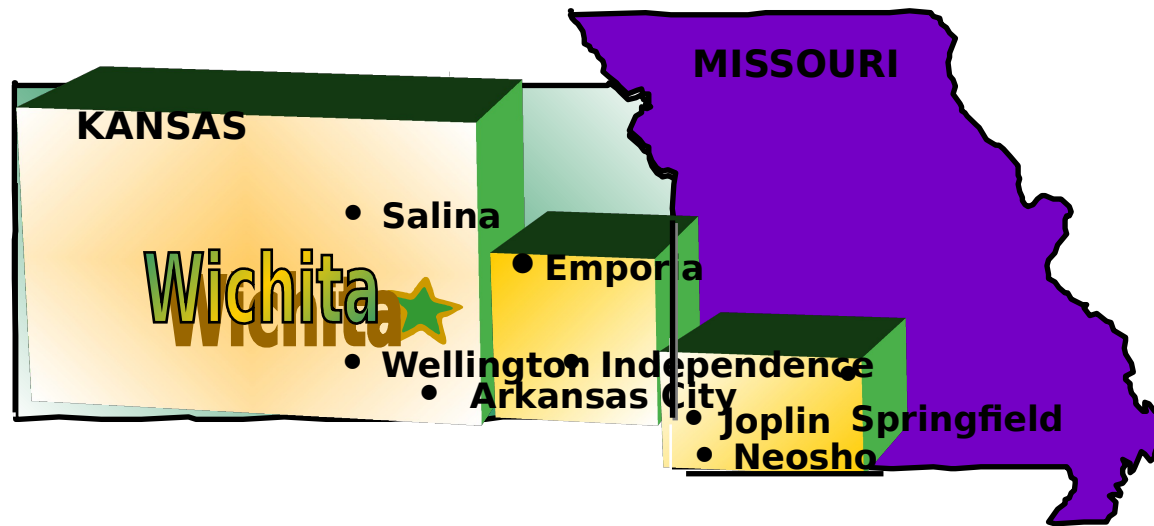
Measurement

□ Internal “follow-up” questionnaire

- Issued Oct-Nov 98 timeframe
 - ...Identical to 1997 questionnaire
 - ...Addressed 4 AFIs
 - » Personal Development
 - » CAO Senior Leadership
 - » Organizational Culture
 - » DCMC Performance Planning System



DCMC Wichita 1998 ICS Results



Number of Employees: 155

Number of Respondents: 133

Response Rate: 86%

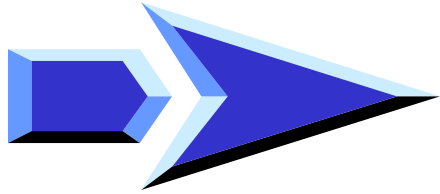


1998 Results

- **Data input on locally developed spreadsheet**
- **Results**
 - **Completed Jan 99**
 - ...Organization level reports
 - ...Team level reports
 - **Leadership Council briefed Feb 99**
 - **Workforce briefed Apr 99**

Internal Customer System (ICS)

Summary Table			
Areas for Improvement	Apr 97 % 0-4	Oct 98 % 0-4	OVERALL % Improvement
Response Rate	91%	86%	
Personal Development	48%	11%	▲ 77%
CAO Senior Leadership	28%	10%	▲ 64%
Organizational Culture	30%	6%	▲ 80%
DCMC Performance Planning System	30%	11%	▲ 63%



What's next?



✦ Personal Development

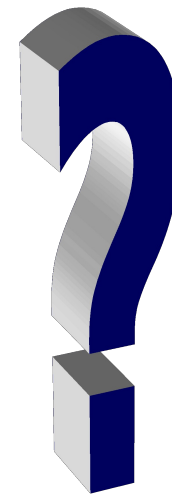
- **Training/IDP process currently being reviewed**

▮ Organizational Culture

- **Recognition for contributions and achievements**



Any Questions



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